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8 February 1984

MEMORANDUM FOR: OC Executive Assistant

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FROM:

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Chief, Telecommunications Operations Branch

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SUBJECT: CIA Goals & Principles - What Should They Be?

REFERENCE: OC-M84-082, dated 30 January 1984

1. PURPOSE

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The Agency exists within the governmental structure to provide intelligence information to all facets of the government for decision making, planning, and maintaining an alert status of happenings throughout the world. The Agency should strive to obtain accurate intelligence, thoroughly analyze the intelligence, and provide timely dissemination of this intelligence information.

2. ORGANIZATION

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The relationship between the operational and support elements of the Agency must be one of total working harmony. We are organized to accomplish the purposes as described above; however, the establishment of harmonious relationships between the operational and support elements of the Agency is an area that should receive considerable attention. As is true with many businesses, the support elements are often considered the second class citizens. This is true even though the operational elements realize they cannot function without excellent support. There is a large disparity in the grade structure between operations and support officers which is the cause of many personnel conflicts (this can best be related to the General and the Sergeant atmosphere wherein the DDO Officer is the General and the Sergeant is the Support Officer). We as middle managers must do all that we can to alleviate this problem and strive for better support/operations working relationship.

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SUBJECT: CIA Goals & Principles - What Should They Be? 3. ETHICS

There are two areas of discussion for this topic: (1) the ethical standards that we must establish when dealing with operatives, and (2) the standards that are expected of our employees.

Operational Ethics

Our rules of conduct are often questioned by government officials and the public who are not familiar with the intelligence business. Our business is to obtain intelligence, and the methods that we must use to obtain this information often involve practices that are not considered ethical to society (we must lie, cheat, bribe, monitor telephones, steal, etc.). It is my belief that in recent years the operational ethics of the Agency have been questioned and restricted to the point where it has hampered our overall effectiveness.

Employee Ethics

Agency employees must be loyal to the Agency and to the tasks at hand. This loyalty is not something that can be bought; it must be implanted through indoctrination and teaching from the time the employee enters on duty. Many of our employees have difficulty accepting the operational ethics that the Agency must operate under and these employees need to be influenced to accept the operational ethics even though these methods are not accepted within our society. These standards can only be inculcated in every member of the Agency by teaching what we do is right in the worldwide intelligence community.

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4. PEOPLE

People? Each and every person is different and the resultant effect makes the world go around. The Agency must strive to obtain the people who are making the world turn faster. Acquiring these people appears to be a relative easy task; however, retaining them and utilizing them to the maximum of their abilities is an area where we are delinquent. One problem is that government salaries are not competitive with the private sector. Although money is not a motivator, I feel that we lose many employees to the private sector as we cannot compete with the salaries and benefits that they offer. In order to retain these valuable employees, we must take steps to ensure that employees are recognized (sometimes just

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a pat on the back will do) for their performance. Oftentimes we fail to tell an employee that he/she is doing a good job other than the yearly evaluation. Although we as an Agency offer training courses in supervision and management of employees, these courses are always filled with waiting lists. We need to offer more training in the "people" arena so that our managers are able to cope with the ever-changing cadre of personnel.

People judging and evaluating people is an age-old problem that possibly will never be resolved. To quote an old phrase - "those that brown, hang around." This phrase seems to have a lot of validity within the Agency as young officers with a brilliant future are often stymied as they cannot break through the "good ole boy" network that has been imbedded within the Agency direct- orates. The employees who entered on duty during the fifties and sixties appear to have been able to cope with this problem much better than the later generations. As a result, we lose many young officers who will not bend and become the perpetual "yes" man.

25X1 5. MANAGEMENT

Management needs to be more receptive to the needs of the employee. We oftentimes become so engrossed with our purpose that we forget the people who are helping us achieve our goals. To describe one management style that would be most effective, I would have to say Management by Participation. People are our most important asset and we must protect and caress them to achieve our purposes. People like to be involved, and we must allow them to be involved in the decision-making processes.

25X1 6. MEASURE OF RESULTS

Communicate! Communicate! Communicate! We must obtain feedback from our customers as to the quality and quantity of our product. We must also obtain from our customers the type and quantity of intelligence they want to receive. We can produce reams of paper; however, if it is not the product that the end user desires, we have wasted valuable time and efforts in obtaining useless intelligence. We must communicate with our customers to ensure that we are on the right track and remain on track to support their requirements.

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7. STANDARDS

- Be the best intelligence agency in the world.
- Display professionalism in all aspects of our duties.
- Provide a product of excellence.

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